



## The impact of recruitment and selection in Nigeria

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### Abstract

*The research is focused on the importance recruitment plays in Nigeria as well as Selection in getting the right Candidates. Care must be taken to ensure that only prospective candidates who are qualified to get employed in an organization. The prospective job seeker should have the right skills ad qualification and also possess good character and clean record. If an error is made at this stage, by way of bringing in a bad character, it could cause danger for the organization because, as the English people would say: one bad apple can spoil the whole bunch. Recruitment could be seen as the process of finding and hiring candidates for a job opening while Selection is the process of choosing from a pull of candidates the one that fit the best within the organization. The data gathered were analyzed using frequency and percentages. The hypothesis formulated for the study was tested using chi-square method to arrive at the research result. Findings revealed at the research result. Findings revealed that an organization must have a good policy that handles issues of recruiting and selecting, and put procedure in place in order to attract qualified employees.*

**Keywords:** Recruitment, selection, organization, skills, employees.

### Introduction

Organizations face many challenges in the management of their workforce.

It is well known song in human resource management studies that human resource plays a vital role in every organization. But most importantly, the aim of human resource is to bring skills, knowledge and qualification to move the organization forward. This statement emphasized the importance of recruitment and selection in an organization.

In today's environment settings, human resources management plays an important role. The process of an organization depends on how efficient human resource management carries out its recruitment and selection process, which has to do with how the workforce is, managed<sup>1</sup>.

The significance of effective and efficient human resource management in recruiting and selecting plan should be taken seriously because people who are leaving the organization.

It is a well-known song in human resources management studies that human resources play a vital role in every organization. But the most important, the aim of human resource is to bring in human beings who have the right skills, knowledge and qualifications to move the organization forward. This statement emphasized the importance of recruitment and selection in an organization.

In today's rapidly changing management scenario, human resources management plays an important role. The progress of

an organization is depends on how efficient human resource management carry out its recruitment and selection processes, which has to do with how the work force is managed<sup>1</sup>.

### Literature review: Recruitment and selection process:

According to Costello<sup>2</sup> recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies.

Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent.

Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources.

Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/technical College graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in

advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally.

The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

**Components of recruitment policy:** i. The policy must focus on the recruitment of qualified people. ii. Ensure that the right candidates are treated as one and with respect, iii. It must give room to things that could make the organization to be successful. iv. It must integrate the needs of the employee with that of the organization, v. Good recruitment policy must abide by the provisions of guidelines in hiring.

**Steps in the selection process:** For many organizations, the sequence of events in conducting their selection of prospective employees differs. However, the most common method of accomplishing the task follows the order below. i. Application form and CV, ii. Interviews, iii. Reference checks, iv. Personality tests, v. Ability/ aptitude tests, vi. Assessment Centre, vii. Medical test, viii. Other, ix. Selected candidates.

**Recruitment sources and methods:** There are two sources of recruitment for every employee. The internal and external source. The former comprises current employees; the latter comprises potential employees outside the organization<sup>3</sup>.

**External source of recruitment:** When qualified candidate cannot be found in any institute, it is ideal to look into the external labour market. Examples include college graduates, the unemployed and the retired persons. The advantages of an external recruitment are that it gives a wider range of new market; it also gives room for new board as well.

An effective and efficient external search involves analyzing the market, to define appropriate areas, so as to design the best method to be used to reach out the candidates.

**Internal source of recruitment:** When there is vacancy, the first place to look to fill it is in-house. Most organization has a policy of recruiting through internal source.

This could be informing of transfer, promotion, redeployment or demotion. Some advantages of internal recruitment are that it enables one to promote moral and it helps to lower some job cost.

## Methodology

The study focuses on two banks used as a study. The population of sample size is made up of 100 personnel, out of which a total number of eighty (80) were brought back. The 80 returned represents 80% of the total number of samples. Questionnaires

were administered to the Human Resource Department of the chosen bank.

## Results and discussion

The following tables represent the analysis of development data of the respondents.

**Table-1:** Represent the analysis of development data of the respondents.

	Personal data	Number	Score (%)
Gender	Male	55	68.75
	Female	25	31.25
Age	25 – 29 years	40	50
	40 – 49 years	24	30
	50 years above	16	20
Marital Status	Single	18	22.5
	Married	62	77.5
Length of service	0 – 10 years	50	40
	11 – 25 years	25	31.25
	21 years above	15	18.75

From the Table-1, a total score of 80 respondents, 55(68.75%) were recorded for male while a total score of 25(31.25%) were recorded for female. This shows that male dominate the activities of banks in Nigeria. The Table-1 also shows that people between ages 25 – 29years were 40(50%), while those between the ages 40 – 49 years were 24(30%). This is an indication that their information is reliable and dependable.

More also, 18(22.5%) of the respondents are single while 62(77.5%) were married, 40(50%) of the people have spent between 5 – 10years in the bank while 25(32.25%) have spent between 11 – 20years; only 15(18.75%) of the people spent 21years and upwards.

As the issue of if banks are adopting the best recruitment and selection method that will enable the institution employ qualified people, about 21(26.25%) strongly accepted, 43(53.75%) accepted, 5(6.25%) of the respondents were undecided and 5(6.25%) of the respondents strongly unaccepted.

With respect to whether banks are committed to following the labour laws ruling in the country, about 25(31.25%) strongly accepted, 40(50%) accepted, 4(5%) of the respondents were undecided, 5(6.25%) unaccepted and 6(7.5%) strongly unaccepted.

**Table-2:** Represent the analysis of development data of the respondents.

	variables	Number	Score (%)
Banks are adopting the best recruitment and selection method that will enable the institution employ qualified people	Strongly accepted	21	26.25
	Accepted	43	53.75
	Undecided	5	6.25
	Unaccepted	6	7.5
	Strongly unaccepted	5	6.25
	Total	80	100
	Response variables	Number	Score (%)
Banks are committed to following the labour laws ruling in the country	Strongly accepted	25	31.25
	Accepted	40	50
	Undecided	4	5
	Unaccepted	5	6.25
	Strongly unaccepted	6	7.5
	Total	80	100
	Response variables	Number	Score (%)
Management of banks appreciate the importance of engaging stars and talents to work in the organization	Strongly accepted	23	28.75
	Accepted	33	41.25
	Undecided	6	7.5
	Unaccepted	12	15
	Strongly unaccepted	6	7.5
	Total	80	100
	Response variables	Number	Score (%)
Employing unqualified staff will lead to poor performance in the organization	Strongly accepted	32	40
	Accepted	24	30
	Undecided	5	6.25
	Unaccepted	13	16.25
	Strongly unaccepted	6	7.5
	Total	80	100

This shows that banks are committed to following the labour law's ruling in the country.

As regards how management of banks appreciate the importance of engaging stars and talents to work in the organization 23(28.7%), strongly accepted 33(41.25%), agreed 6(7.5%) were undecided, 12(15%) unaccepted while 6(7.5%) strongly unaccepted.

This shows that banks appreciate the importance of engaging stars and talents to work in the organization.

With respect to if employing unqualified staff will lead to poor performance in the banking industry, about 32(40%) strongly accepted, 24(30%) of the respondents accepted, 5(6.25%) were undecided and 6(7.55%) of the respondents strongly unaccepted. This shows that employing unqualified staff will lead to poor performance in the banking industry.

**Testing of the hypothesis:** i.  $H_0$ : The employment of stars and talents in an organization does not lead to improved performance. ii.  $H_1$ : The employment of stars and tenants in an organization leads to improved performance.

From the test result, null hypothesis rejected since  $X^2_c > X^2_t$  0.05 i.e 68.49 > 10.488 and the alternative hypothesis accepted ( $H_1$ ) at 0.95 level of significance.

As evidence in the research study, banks in Nigeria has good recruitment and selection policies and procedure that enabled it to employ qualified candidates that add value to the performance of the enterprise.

## Conclusion

The essence of hiring qualified and competent employees in an organization cannot be over-emphasized. An efficient and effective recruitment and selection process is imperative in every organization. It increased output and provides for better

performance. In both developed and developing countries, the importance of human capital cannot be under-estimated. Machinery and equipment in an organization can do nothing in themselves. It is the human factor that makes production possible.

An organization must have good recruitment and selection strategy in place to attract qualified employees. Many human resources managers are guilty of one error of judgment. They go-on to produce mediocre and pay them peanuts to work in a firm with the hope that, with time, they would send those employees with defective skills to attend a training programme in order to correct the skill deficiencies. They forget to realize that training itself is expensive to an organization. Furthermore, there is low productivity when employees are away to attend training programmes.

The Banking Industry has efficient and effective recruitment and selection policy that enables the institution to higher qualified people to work for the company. They also have continuous training programmes for staff aimed at making them more productive on the job.

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